

# Broads Authority

02 December 2022

Agenda item number 8

## Strategic priorities for 2023/24 and update on priorities for 2022/23

Report by Chief Executive and the Senior Governance Officer

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### Purpose

This report provides an update on setting the strategic priorities for 2023/24, together with the latest progress in implementing the Authority's annual strategic priorities for 2022/23.

### Recommended decision

To agree the strategic priorities for 2023/24 and note the progress in implementing the 2022/23 priorities.

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## 1. Introduction

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some large-scale projects carry across several years.
- 1.2. In addition, Defra has introduced a new requirement for National Park Authorities and the Broads Authority to provide quarterly updates on deliverables against the Business Plan, as part of its grant funding agreement. These update reports on our strategic priorities will assist officers in compiling the information necessary to comply with that requirement.

## 2. Strategic priorities for 2023/24

- 2.1. The first draft of the strategic priorities were presented to members at the Authority meeting on 29 July 2022. It was discussed again at a members workshop on 5 October 2022. The updated list in Table 1 below takes account of those discussions.

## 2.2. Table 1

Strategic priorities 2023/24

Strategic priority	Expected milestones	Lead officer
<b>1. Climate Change crisis response</b>  Aim: To implement the next steps of the various projects tackling climate change related issues, including the actions in the Authority's Climate Change Action Plan.	i. Publish at least two editions of the Broadland Futures Initiative BFI newsletter, by March 2023.  ii. Hold at least two meetings of the BFI Elected Members Forum, by March 2023.  iii. Various technical deliverables from BFI consultant including the new hydraulic model, throughout 2022/23.  iv. Work with partners to secure funding and implement Phase II of the "Electrifying the Broads" project, by March 2024.  v. Deliver the actions set out in the Authority's Climate Change Action Plan.	Director of Strategic Services
<b>2. Biodiversity crisis response</b>  Aim: Co-ordinate and implement with partners the development of strategies and projects, including the legacy of the peat project.	i. Endorsement of Norfolk & Suffolk Nature Recovery Strategies – timings to be confirmed subject to further details expected from government.  ii. To implement the next steps of the Nature for Climate Peat restoration project within agreed budget and timeline, and review lessons learnt by June 2023.  iii. Complete site selection for potential restoration, and support the submission of Restoration Grant Application, if appropriate, by June 2023	Environment Policy Adviser
<b>3. Navigation IT</b>  Aim: To replace current tolls system and provide improved online functionality.	i. Develop timetable and specification by May 2023  ii. Progress workplan for 2023/24 as per agreed timeline.	Head of ICT/Collector of Tolls

Strategic priority	Expected milestones	Lead officer
<b>4. Water Mills and Marshes</b>  Aim: Co-ordinate and implement with partners the WMM programme to latest agreed schedule and budget.	i. Monitor and report progress (July & Dec 2023). ii. Submit quarterly claims to National Lottery Heritage Fund (April/Jul/Oct/Jan) iii. Complete individual project plans with project partners (June) iv. Complete final project evaluations with external scheme evaluators (September) v. Hold project legacy partner conference (November) vi. Prepare final project report	Broads Landscape Partnership Programme Manager
<b>5. Local Plan for the Broads</b>  Aim: To review the Local Plan for the Broads for adoption in 2024 (estimated).	i. Preparation of the Preferred Options version of Local Plan (with HRA and SA) consultation – towards consultation in autumn 2023 ii. Preparation of the Publication version of the Local Plan throughout 2024	Planning Policy Officer
<b>6. Farming in Protected Landscapes (FiPL)</b>  Aim: To run the FiPL programme and allocate Broads grants to farmers and landowners, and support the Broads and Norfolk Coast Land Management Board to allocate their funding.	i. Hold six Land Management Board meetings, by March 2024. ii. Allocate all grant funding to projects, by December 2023. iii. Engagement activities to showcase case studies funded through FiPL, by March 2024.	Catchment & Farming Officer
<b>7. Budget pressures</b>  Aim: To operate at a level in line with expected income	i. Use January budget report for 2023/24 and the three-year horizon to continue discussions with Defra officials on future funding levels. ii. Further savings and additional income (including from external funding) for 2024/25 Budget (January 2024)	Chief Executive  Director of Finance

### 3. Update on strategic priorities for 2022/23

3.1. The latest update on our agreed strategic priorities for 2022/23 is in Table 2.

**Table 2**

Strategic priorities 2022/23 – progress update

Themes, aims and milestones	Progress	Lead officer
<b>1. Response to the Government's proposals on the Landscapes Review</b>  Aim: To influence the Government's approach to the implementation of the Landscapes Review.  Milestones: 9 April 2022 deadline	Status: <b>complete</b>  Broads Authority meeting on 18 March 2022 agreed the response which was sent to Defra on 8 April 2022.  Await further response from the Government.	Chief Executive
<b>2. Broads strategy and policy review</b>  <b>(a) Broads Plan</b>  Aim: To review, update and produce the Broads Plan for adoption in 2022.  Milestones: (i) Consult on draft Plan (May-July 2022) (ii) Adopt final Plan (Sept 2022)	Status: <b>complete</b>  (i) Consultation held 23 May to 15 July 2022.  (ii) Broads Plan 2022-2027 adopted in September 2022.	Strategy and Projects Officer
<b>(b) Local Plan for the Broads</b>  Aim: To review the Local Plan for the Broads for adoption in 2024 (estimated).  Prepare and adopt Supplementary Planning Documents and guidance to support Local Plan policy.  Milestones: (i) Sustainability Appraisal Scoping Report – May 2022	Status: <b>on track</b>  (i) Complete (ii) Complete (iii) Consultation underway. Consultation ends 9 December 2022. (iv) On track, but timings may be amended around September 2023 time.	Planning Policy Officer

Themes, aims and milestones	Progress	Lead officer
<ul style="list-style-type: none"> <li>(ii) Housing and residential moorings need assessments – June 2022</li> <li>(iii) Issues and Options version of Local Plan (with HRA and SA) consultation – August 2022</li> <li>(iv) Preparation of the Preferred Options version of Local Plan (with HRA and SA) consultation – towards consultation for June 2023</li> </ul>		
<p><b>3. Safety in the Broads &amp; Hire Boat Licensing Review</b></p> <p>Aim: To manage and monitor safety in the Broads for all users.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Recruit and train new Rangers (date May 2022)</li> <li>(ii) Prepare and make available safety videos (May 2022)</li> <li>(iii) Review Marine Accident Investigation Branch (MAIB) report.</li> <li>(iv) Review new safety measures and liaise with Broads Hire Boat Federation (BHBF) on any additional measures.</li> </ul>	<p>Status: <b>complete</b></p> <ul style="list-style-type: none"> <li>(i) Rangers recruited and trained in time for the new season. Additional Rangers recruited, trained and deployed onto the waterway, enabling the Authority to maintain a 7 day a week on river patrolling.</li> <li>(ii) Amended safety videos distributed. Instructional videos produced and shared through partnering websites and YouTube channels. The suite of instructional videos has been added too in 2022, bringing paddlesports and what to do in an emergency into the free online suite</li> <li>(iii) Marine Accident Investigation Branch (MAIB) report into fatal accident on the Diamond Emblem 1 at Great Yarmouth on the River Bure on 19 August 2020 published on 5 May 2022. Response to recommendations sent on 1 June 2022. The Marine Accident Investigation Branch report was</li> </ul>	Head of Ranger Services

Themes, aims and milestones	Progress	Lead officer
	<p>released in May 2022, following consultation and inputs from the Broads Authority. The three recommendations suggested by the MAIB for the Authority have been either approved or implemented.</p> <p>(iv) Following consultation with the Navigation Authority and in line with the MAIB recommendations the last recommendation made by the MAIB, adoption of the British Marine Quality Accredited Boatyard Scheme as part of our Hire Boat Licensing Conditions, will be implemented from April 2023.</p>	
<p><b>4. Responding to climate change</b></p> <p><b><u>(a) Broadland Futures Initiative</u></b></p> <p>Aim: To implement the next steps of the Broad Futures Initiative (BFI) programme, including the development of the modelling which is expected in 2023.</p> <p>Milestones:</p> <p>(i) Publish 9<sup>th</sup> and 10<sup>th</sup> editions of the BFI newsletter (April and December 2022).</p> <p>(ii) Hold 3<sup>rd</sup> and 4<sup>th</sup> meetings of the Elected Members Forum (Spring 2022 and early 2023).</p> <p>(iii) Various technical deliverables from consultant (throughout 2021/22) including the list of all possible actions.</p>	<p>Status: <b>on track</b></p> <p>(i) 10<sup>th</sup> edition of the <a href="#">newsletter</a> published in September 2022, with a focus on the next stage of the BFI work.</p> <p>(ii) 4<sup>th</sup> meeting of the Elected Members Forum scheduled on 18 January 2023.</p> <p>(iii) Preparation work on the consultation on longlisting possible risk management actions (including screening approach), scheduled early 2023. On-going work on the hydrological modelling</p>	Director of Strategic Services
<p><b><u>(b) Climate Change Action Plan</u></b></p>	<p>Status: <b>on track</b></p> <p>(i) Electrifying the Broads report delivered to DfT on time. Second</p>	Carbon Reduction

Themes, aims and milestones	Progress	Lead officer
<p>Aim: To implement agreed actions in the Authority's Climate Change Action Plan.</p> <p>To reduce the carbon footprint of the Broads Authority and the Broads Executive Area ('Broads Area').</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Work with partners to secure funding for Phase II of the "Electrifying the Broads" Project</li> <li>(ii) Develop proposals for each of the six areas identified in the Small World report and consult with members</li> </ul>	<p>phase of funding for trialling an electric hire boat delayed as the Clean Maritime Demonstration Competition Round 2 was limited to "out of water" testing, and round 3 asked for projects with far higher budgets than would be required for this project.</p> <p>Potential funding through other schemes is being explored, including the Norfolk Investment Fund</p> <ul style="list-style-type: none"> <li>(ii) Report to this meeting setting out the next steps for the Authority following the Small World Report.</li> </ul>	<p>Project Manager</p>
<p><b>5. <u>Water, Mills and Marshes Landscape Partnership Scheme</u></b></p> <p>Aim: To implement and report to National Lottery Heritage Fund (NLHF) on partnership projects to agreed revised schedules (scheme extended to 2024).</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Monitor and report progress (July/Dec).</li> <li>(ii) Submit quarterly claims to National Lottery Heritage Fund (April/Jul/Oct/Jan)</li> <li>(iii) Implement Fundraising and Legacy plan with partners (July)</li> <li>(iv) Hold Broads Life Festival (June)</li> <li>(v) Hold Broads Hidden Heritage Conference (Oct)</li> <li>(vi) Implement Changing Places Toilets Installation project with district councils</li> </ul>	<p>Status: <b>on track</b></p> <ul style="list-style-type: none"> <li>(i) All projects progressing well to adjusted plans, with most scheduled to end in December 2022.</li> <li>(ii) Quarterly returns submitted on time and paid by NLHF.</li> <li>(iii) Legacy and fundraising plan in progress. Working with partner to secure remaining cash for grant drawdown.</li> <li>(iv) Complete: Broads Life Festival held on 11 June at Beccles Quay.</li> <li>(v) Complete: Broads Hidden Heritage Conference held on October 29<sup>th</sup> at UEA's Thomas Paine Study Centre. Largest conference ever for the project with more than 200 attendees.</li> <li>(vi) We have met with multiple contractors who are quoting for the installation of Changing Places Toilet facilities that we are co-delivering with local district</li> </ul>	<p>WMM Programme Manager</p>

Themes, aims and milestones	Progress	Lead officer
	<p>councils. We have agreed the contractor for the first toilet to be situated with South Norfolk District Council and have secured the additional funding to cover increased material costs. We are still planning for the delivery of two additional toilets in East Suffolk and North Norfolk, both delivered in coordination with the local district councils.</p> <p>Works are continuing at Mutton's Mill, Halvergate, with students from City College Norwich. We anticipate the works to the mill to be completed in the Spring of 2023 with the both pairs of sails to be re-instated.</p> <p>Our final public arts engagement project, Between River and Reed, is now complete with successful showings at Skipplings Gallery, Great Yarmouth in June and at the Assembly House in Norwich from August through October.</p> <p>Our exhibition on the history of drainage windmills in the Broads at the Museum of the Broads in Stalham will reopen when the Museum reopens for the new season in March/April 2023. It will remain on display for the remainder of 2023.</p>	
<p><b>6. Nature for Climate Peatland Grant Scheme (NCPGS) Discovery project</b></p> <p>Aim: Co-ordinate and implement with partners the NCPGS Discovery project to agreed schedule.</p>	<p>Status: <b>on track</b></p> <ul style="list-style-type: none"> <li>(i) Complete for original sites.</li> <li>(ii) Appointed Stantec via SCAPE Framework operated by Perfect Circle. Progressing Task Order 1</li> </ul>	<p>Peat Project Manager</p>



Themes, aims and milestones	Progress	Lead officer
<p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Landowner agreements</li> <li>(ii) Appoint Engineering Consultants</li> <li>(iii) Landowner engagement and development of carbon finance model</li> <li>(iv) Technical studies including peat and vegetation water surveys, and Historic Environment Assessments (HEA)</li> <li>(v) Scheme wide engagement and education</li> <li>(vi) Water Vole Survey New Approach to be approved by Natural England</li> <li>(vii) Monitoring and Restoration Plans</li> <li>(viii) Complete site selection for potential restoration</li> <li>(ix) Restoration Grant Application</li> </ul>	<p>for permissions and costing of engineering solutions.</p> <ul style="list-style-type: none"> <li>(iii) Two Carbon Finance workshops successful with over 50 attendees. Commercial model completed and being tested with landowners in a series of one to one discussions with land owners and occupiers.</li> <li>(iv) Completed peat coring, topographic levelling and vegetation surveys. Initial HEAs complete.</li> <li>(v) Farmer engagement delivered with 2 well attended farm walks. A further walk planned on 17 Nov. Engagement with young people ongoing; audience will include representatives from the craft and fashion sector and young people (students in architecture and 6<sup>th</sup> form).</li> <li>(vi) On target. Overall method approved, although consenting will be required on a site basis. Habitat assessment method has been completed at all sites and analysis complete. Next step is impact and mitigation planning.</li> <li>(vii) 4 Restoration Plans in draft.</li> <li>(viii) Complete. List of sites to have full Restoration Plans approved by the Partnership and sent to NE.</li> <li>(ix) Not commenced. Started discussion with NE about a possible extension to Discovery Grant. Submission deadline for Restoration Grant expected in June 2023.</li> </ul>	

Themes, aims and milestones	Progress	Lead officer
<p><b>7. <a href="#">Farming in Protected Landscapes (FiPL)</a></b></p> <p>Aim: To run the FiPL programme and support the Broads and Norfolk Coast Land Management Board to allocate funding.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Hold seven land management board meetings (March 2023)</li> <li>(ii) Allocate all grant funding to projects (December 2022)</li> <li>(iii) Pay all grant claims for completed projects (March 2023)</li> <li>(iv) Promote the success of the programme through the Press and our partners.</li> </ul>	<p>Status: <b>on track</b></p> <ul style="list-style-type: none"> <li>(i) Six Land Management Board meetings held on 11 April, 6 June, 18 July, 1 August, 1 September and 10 October.</li> <li>(ii) On track. 16 projects approved and £114,163.80 funding allocated.</li> <li>(iii) On track. One project completed and claimed, two others completed and others on track.</li> <li>(iv) Under way. Sent Broads FiPL summary and case study to local MPs. Site visit planned for Broadland Catchment Partnership to FiPL project.</li> </ul>	<p>Catchment &amp; Farming Officer</p>
<p><b>8. Tolls system replacement</b></p> <p>Aim: To replace current legacy system and provide improved online functionality.</p> <p>Milestones: Undertake scoping for the replacement of the:</p> <ul style="list-style-type: none"> <li>• Internal system</li> <li>• External system and</li> <li>• Ranger mobile application</li> </ul>	<p>Status: <b>on track</b></p> <p>Initial project initiation document reviewed by MT on 6 October.</p> <p>Workshop held with the Navigation Committee on 20 October to determine form of user input into system development.</p> <p>User input to be requested in Broadsheet due to be published early 2023.</p>	<p>Director of Finance / Collector of Tolls</p>

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Date of report: 18 November 2022